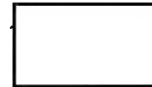
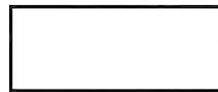



Gen Walters -



STAT



will come by to  
escort you. He'll come  
up a few minutes earlier  
for any questions you may  
have.  came  
by this afternoon. They are not  
located in the Hq Bldg, altho  
the seminar will take place here.

Nancy

TO: Gen. Vernon Walters

Your agreement to contribute to the COS Seminar is greatly appreciated.

Enclosed for your information are (a) a roster of seminar participants and (b) the seminar schedule. In planning your remarks you are asked to consider the destinations of seminar participants, and particularly the size of the stations to which they will be going. The following statistics on this class may be of interest to you - grade ranges from 12-16 (av. 14.6), age from 32-52 (av. 45) and years of service from 7.6-26 (av. 18.9, with 11 of these in the field). One officer had been chief of two stations, four have been deputies, three base chiefs, three Headquarters branch chiefs, three deputy branch chiefs at Headquarters and three branch chiefs in the field. Only two have had no previous command experience of record. As a group this one has more consistent experience than is usually the case.

The tab number under your topic heading refers to selected material related to your subject which is in the Reading Kit and which participants are presumed to have read. For your presentation, the item is:

NONE

As pointed out in the foreword accompanying the seminar schedule, the main thrust of this seminar is in the management area and it is requested, where pertinent, that your remarks stress the managerial aspects of your subject. We also request you take into consideration that five of the officers are going to small stations. Efforts by the speaker to engage the group in discussion usually makes for a more valuable session. The use of concrete examples from the speakers experience are always welcomed.

We request that you allow 10-15 minutes at the end of your talk for questions. Queries concerning the seminar should be directed to the undersigned or telephoned to extension

STAT

STAT

STAT



Seminar Coordinator  
Room 815, Chamber of Commerce

C-O-N-F-I-D-E-N-T-I-A-L

OFFICE OF TRAINING

OPERATIONS SCHOOL  
Staff Training

CHIEFS OF STATION SEMINAR

No. 1-73

5 - 16 Feb '73

Location: Headquarters Building Room 1A-07

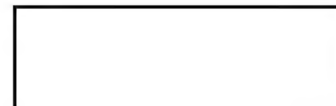
Seminar Coordinator

25X1

Office: 815 Chamber of Commerce Bldg.

Ext.

25X1



25X1

C-O-N-F-I-D-E-N-T-I-A-L

## FOREWORD

The Objective of the COS Seminar is to assist newly assigned Chiefs of Station, Deputy Chiefs of Station, and Chiefs of Base to prepare themselves for their field assignment. Although the Seminar will deal in varying degrees with all aspects of the COS responsibilities, it will put primary stress on the management function.

The Seminar covers a wide variety of operational and administrative subject matter considered to be of practical value to field chiefs. The individual presentations made by senior officers from various directorates of the Agency are intended to provoke discussion and experience-sharing among Seminar participants, as well as to provide information on current policies, procedures and operational goals.

The purpose of the Seminar will best be served through active participation by all who attend.

C-O-N-F-I-D-E-N-T-I-A-L

Monday, 5 February 1973

0845 - 0930

Introduction to Seminar

[redacted] 25X1  
Seminar Coordinator

0940 - 1030

Student Presentations

1040 - 1130

COS Responsibilities as  
Seen by the Office of the  
DDP

Cord Meyer, Jr.  
Asst. Deputy  
Director for Plans

1140 - 1230

Intelligence Coordination  
and the COS; the Defense  
Attache  
(Tabs 4 & 5)

[redacted] 25X1  
C/FI/DCG

C-O-N-F-I-D-E-N-T-I-A-L

Tuesday, 6 February 1973

25X1

0845 - 1005

The COS as Station Manager -  
Responsibilities Upwards  
and Downwards  
(Tab

DC/FE

1015 - 1105

CS Management Develop-  
ments and Future Projections

C/Operational  
Services

25X1

1115 - 1235

Performance Evaluation  
(Tab 15)

C/PECS

25X1

C-O-N-F-I-D-E-N-T-I-A-L

Wednesday, 7 February 1973

0845 - 0935	Counterintelligence and the COS (Tab 17)	<div></div> C/FE/ <div></div>	25X1 25X1
0945 - 1100	Management of Liaison Activities (Tab 14)	<div></div> C/FI/Ops	25X1
1110 - 1200	Field Medical Problems and the COS	<div></div> C/OMS/FSS	25X1
1210 - 1300	Security and the COS (Tab 19)	<u>Howard Osborn</u> Director of Security	

C-O-N-F-I-D-E-N-T-I-A-L

Thursday, 8 February 1973

	0845 - 0935	Reporting and Requirements (Tabs 9, 10, 25)	<div></div> C/FI <div></div>	25X1 25X1
	0945 - 1035	The COS and his Records	<div></div>	25X1
25X1	1045 - 1135	<div></div> Problems and Plans	<div></div>	25X1
25X1	1145 - 1300	<div></div> - Policy and Management (Tabs 24 and 25)	<div></div>	25X1

C-O-N-F-I-D-E-N-T-I-A-L



Friday, 9 February 1973

0845 - 0935	Communications Support to the COS	<div data-bbox="1101 724 1398 772"></div> Director of Communications	25X1
0945 - 1105	Special Operations	<div data-bbox="1109 875 1412 951"></div>	25X1
1115 - 1245	Economic Intelligence	<div data-bbox="1109 984 1412 1068"></div>	25X1

C-O-N-F-I-D-E-N-T-I-A-L

Monday, 12 February 1973

0845 - 1005	Headquarters Administrative Support to Field Stations (Tabs 2, 21)	[REDACTED] SSA/DDP	25X1
1015 - 1135	Management of Operations Against the [REDACTED]	[REDACTED] DC/[REDACTED]	25X1 25X6
1145 - 1235	Management of CA Programs	[REDACTED] C/CA	25X1
		[REDACTED] DC/CA	25X1
		[REDACTED] C/CA/[REDACTED]	25X1 25X1

C-O-N-F-I-D-E-N-T-I-A-L

Tuesday, 13 February 1973

0845 - 0950

Read [redacted]  
and CA-340

25X1

1000 - 1120

An Ambassador's View  
of the COS and His  
Station

To Be Announced

1130 - 1300

COS and the Ambassador:

[redacted]

(Tab 1)

[redacted]  
C/FI

25X1

25X6

C-O-N-F-I-D-E-N-T-I-A-L

Wednesday, 14 February 1973

0845 - 0935	COS and the Narcotics Program	<u>                    </u> C/NARCOG	25X1
0945 - 1035	TSD in Support of the Station	<u>Dr. Sidney Gottlieb</u> C/TSD	
1045 - 1135	Handling Congressional Visitors	<u>                    </u> Legislative Counsel	25X1
1145 - 1235	Developments in the Intelligence Community	<u>Bronson Tweedy</u> DDCI/IC	

Thursday, 15 February 1973

0845 - 0910	Preparation for and Management of Walk-In Situations	<u>David Blee</u> C/SB	
0910 - 0935	Management of Defector Situations (Tabs 6, 7)	<div data-bbox="1117 884 1487 1018" style="border: 1px solid black; width: 228px; height: 64px;"></div>	25X1
0935 - 1000	Discussion	<u>Mr. Blee and</u> <div data-bbox="1117 1066 1321 1104" style="border: 1px solid black; width: 126px; height: 18px;"></div>	25X1
1010 - 1100	A Look into the Future	<u>William Colby</u> Executive Director - Comptroller	
1110 - 1230	Critique		

Friday, 16 February 1973

0845 - 0935                      Discussion of Critique

0945 - 1035                      Answer Session

Thomas Karamessines  
Deputy Director for  
Plans

1045 -                              A Visit with the DDCI

Gen. Vernon Walters  
Deputy Director of  
Central Intelligence

25X1

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